Winning Grants with Logic Models: Improve Project Management and Evaluate Success

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Farmers Market Coalition

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Growth!

U.S. Farmers Markets
October 2011

http://farmersmarkets.usda.gov

farmers ★ consumers ★ communities
Logic Models

- Useful in planning, implementing, evaluating, and communicating
- Show the relationships between what we do (activities) and what results (outcomes)
- Are a “roadmap” to guide a team
- Make our assumptions EXPLICIT
- Specify the indicators of success to be measured throughout a project
Why Measure?

• What gets measured gets done
• If you don’t measure results, you can’t tell success from failure
• If you can’t see success, you can’t reward it
• If you can’t see success, you can’t learn from it
• If you can’t recognize failure, you can’t correct it
• If you can demonstrate results, you can win public support.

Reinventing Government, Osborne and Gaebler, 1992
Entry level logic model – Family Vacation

**INPUTS**
- Five Family Members
- Budget: $1,200
- Car, fuel, spare tire
- Camping Equipment

**OUTPUTS**
- Arrival at state park
- Camp site identified and set up
- Cook, play, tell stories, hike

**OUTCOMES**
- Family members learn about each other; family bonds; family has a good time

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How do we measure success?

Photo credit: Lisa Bralts
Urbana’s Market at the Square (IL)
Measuring Impact

- Output: Number of cooking demonstrations staged
- Output: Number of farmers transitioning to organic methods
- Output: Quantity of community partners
- Output: Number of youth attending educational events

- Outcome: Increase in per shopper expenditures/visit
- Outcome: Increase in diversity and variety of fresh fruits and vegetables available at market
- Outcome: Increase in number of zip codes served
- Outcome: Increase in per farmer sales
Performance Measurement: Understanding a Logic Model

Carmen H. Humphrey, Branch Chief and Program Manager
Farmers Market Promotion Program (FMPP) Grant Program
Marketing Services Division
Agricultural Marketing Service, USDA

April 17, 2012
Farmers Market Promotion Program (FMPP) is …a competitive grant program to assist in establishing, expanding, and promoting farmer’s markets and to promote direct producer-to-consumer marketing.

See application documentation required at: www.ams.usda.gov/FMPP
FMPP Grants, Cont’d.

- Authorized by the Farmer-to-Consumer Direct Marketing Act of 1976
- FY 2012 budget = approx. $10 million
- 10% of total budget goes to new EBT projects at farmers markets
- No matching required
- Minimum/maximum grant amount = $5,000 to $100,000
- Project length = up to 24 months
Why is there an emphasis on Logic Models for FMPP in 2012?
## 2012 FMPP Evaluation Criteria / Application Scoring

<table>
<thead>
<tr>
<th>Measurement Element</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Direct Benefit to Farmers/Producers</td>
<td>25</td>
</tr>
<tr>
<td>2. Quantitative Evaluation/Measurement/LT Impact</td>
<td>20</td>
</tr>
<tr>
<td>3. Reasonableness of Budget</td>
<td>20</td>
</tr>
<tr>
<td>4. Degree of Capacity/Collaboration/Partnership</td>
<td>20</td>
</tr>
<tr>
<td>5. Need for Project</td>
<td>10</td>
</tr>
<tr>
<td>6. Sustainability</td>
<td>5</td>
</tr>
<tr>
<td><strong>Maximum for non-priority projects</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>7. FMPP Priorities: Food Deserts/20% Poverty Rate</td>
<td>5</td>
</tr>
<tr>
<td><strong>Maximum for priority projects</strong></td>
<td><strong>105</strong></td>
</tr>
</tbody>
</table>
Quantitative Evaluation & Performance Measurement

Involves:

- What is an Evaluation? How will you measure results?
- Establishing baseline information – What is happening now?
- Mapping your project; what steps do you plan to take – Creating your Logic Model
- Logic Model--- Resources, Activities, Outputs, Costs, Outcomes, Performance Measures
- Reporting Performance
Evaluation of your project includes:

- **Systematic collection of information to determine if the project is successful or unsuccessful**
  - How will you collect this information?
  - Research, survey/questionnaire, interviews, other?
  - What changed as a result of your project activities?

- **Analysis of the Information - Did your efforts make a difference?**
  - If so, how can you tell?
  - What changes have occurred as a result of this effort?
Establishing Baseline

Baseline information provides the Agency and reviewers an understanding about what is currently happening:

What is the current situation?
- This is the “BEFORE” situation
- Define what is current state.

What needs to be changed and/or added?
- These are the gaps to be filled
**Map Your Project**

*Mapping your project* provides the steps you plan to take to implement your project:

- The map shows and tracks your activities (*outputs*) and results (*outcomes*). The project map is illustrated on a *logic model*.

- **The Logic Model** – Incorporates the organization’s logical steps (*map*) planned over the course of your project in order to achieve their desired results (*meeting their goals and objectives*).
Logic Model

A *logic model* provides the Agency and reviewers a summary of the implementation plan for your project on one page. A logic model includes:

- **Inputs** (resources)
- **Activity(ies)** (description of each activity planned)
- **Outputs** (activity details)
- **Costs** (budget costs/costs needed to implement)
- **Outcomes** (results)
- **Performance measures** (list of indicators used to gauge project performance (meeting your goals and objectives)).
Logic Model - Input

An *input* provides a summary of the people and resources your organization will have available, use, or need. Some examples include:

- **Personnel**
- **Equipment**
- **Supplies**
- **Other** – for example, meeting space, community space/land/facilities
- **In-kind/matching contributions**
The *activity(ies)* provides each step (implementation item) for your project. Some (basic) examples include:

- *Advertising to promote a farmers market* [this activity will be used as our example over the next few pages]
- *Training for farmers* (indicate type/purpose of training)
- *Increase consumer participation in CSA*
Outputs provide a summary of the implementation plan for your project. These activities provided to beneficiaries, may include:

- **Activity(ies)** (often quantitative) [X number of radio announcements, X newspaper advertisements during season]
- **Services**
- **Events**
- **Products**

Other output examples include: workshops, counseling, and products provided to beneficiaries to change behavior; increase knowledge; and/or an increase financially and personal improvement.
Logic Model - Costs

Costs provide a summary of costs for each planned activity within the model. Same as the detailed (TM-30 and/or TM-31) supplemental budget summary, costs should be provided by activity and equal the total FMPP supplemental budget. As a reminder:

- **Costs** [fifteen (15) 30-second radio advertisements = $375]
- **Costs** = (groups of) budget line items
- **Ensure any changes made to your TM-30 and/or TM-31, supplemental budget summary, are reflected in the logic model**
Outcomes provide a summary of “what results” or “what changes” you expect to happen to beneficiaries/systems as a result of the project. Outcomes include:

- **Short-term benefits** (changes in awareness, knowledge, skills, attitudes, opinions and intent) – [i.e., Draw more customers to the market]
- **Medium-term benefits** (changes in behaviors, decision-making and actions)
- **Long-term benefits - impact** (changes in social, economic, and environmental conditions)

Outcomes may be intended and unintended, positive and negative. Be sure to record and report each.
Logic Model - Measures

*Performance measures* provide a summary of the “indicators” that answer the question whether the project is achieving or has achieved its objectives.

- **Quantitative measures** (numeric changes/values in the planned situation)
- **Qualitative measures** (less about numbers, more about changes in attitudes, behaviors, and awareness)
Example Project -- Advertising to promote a farmers market:

- **Quantitative measures** (numeric changes/values in the planned situation):
  - Customer counts
  - Percent change in the number of customers (from the beginning of season before radio advertisements, to the end of season after radio ads)
  - Percent change in average sale per customer from beginning to end of season

- **Qualitative measures** (less about numbers, more about changes in attitudes, behaviors, and awareness):
  - Customer survey of how the customers learned about the market (which media; what compelled them to come)
Logic Model - Measures

As the project progresses, performance measures can be collected through planned evaluation methods (including interviews, surveys, and observation).

Measures also take into account evaluation findings, baseline info, any external factors, AND outcomes to determine if adjustments are needed in the map/plan.
New Way of Thinking

Instead of this:
Goals and objectives = results
(logic model – something we have to create)

Think instead:
logic model creates/illustrates desired results = completing your goals and objectives
# Logic Model - Example

**Targeted Strategies to Increase Awareness and Participation in the Newtown Farmers Market**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
<th>Performance Measure</th>
<th>Estimated Costs</th>
<th>Outcomes</th>
<th>Performance Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe each of the activities that you plan to undertake. Examples:</td>
<td>Identify the delivery target for each activity. Examples:</td>
<td>List the indicator (performance measure) used to gauge project performance. Examples:</td>
<td>Indicate cost (supplemental budget summary) to implement each activity. Examples:</td>
<td>Describe the short-, medium, or long-term impact(s) that the activities will achieve. Examples:</td>
<td>List the indicator (performance measure) used to gauge project performance. Examples:</td>
</tr>
<tr>
<td>Activity B. Conduct advertising to promote the farmers market to three low-income neighborhoods</td>
<td>Print advertisements in local newspapers during market season</td>
<td>Weekly advertisement placed in (local paper) for 5 months (May-Sept)</td>
<td>B.1. 20 print ads @ $100 = $2,000</td>
<td>Draw new customers to the market</td>
<td>Customer counts: 300 customers-May 350 customers-June 425 customers-July</td>
</tr>
<tr>
<td></td>
<td>Public service announcements (PSA) during market season</td>
<td>30-secod PSAs ran (on local radio or television) every Friday morning during the market season (25 total)</td>
<td>B.2. Personnel time for ad and PSA preparation and placement: 15 hours @ $25/hour = $375</td>
<td>Increase loyalty (regular attendance) of existing customers</td>
<td>%change in no. of customers Customer survey of how customers learned about the market (which media)</td>
</tr>
<tr>
<td></td>
<td>New market entrance sign</td>
<td>New sign installed at farmers market entrance</td>
<td>B.3. Sign + installation = $1,500</td>
<td>Increase consumption of local agricultural products</td>
<td>Customer survey to learn how much customers spent and whether they will return</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FMPP request - activity total = $3,875</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**USDA FMPP Application: Mobile Farmers Markets**

**Resources**
- Grantee: Public Health Division of Public Health
- Staff Time
- Promotional materials
- Nutrition Marketing Campaign Materials

**Engagement**
- Engage selected communities by reaching out to:
  - Community Members
  - Farmers Market Managers
  - Local PH Offices
  - Chambers of Commerce
  - Housing Authorities
  - Cooperative Extension
  - Health Coordinators

**Activities**
- Establish & evaluate new worksite mini mobile farmers markets in at 5-10 sites that have been identified as “food deserts” by the USDA
- Implement & evaluate a nutrition education marketing campaign to promote the purchase and consumption of fruits & vegetables among a low income, working population

**Outcomes**
- Connect low-income consumers with healthy, fresh produce from local growers
- Increased fruit and vegetable sales among participating farmers
- Increased purchasing of healthy foods (particularly fruits and vegetables) at these mobile markets by the target population

**Evaluation**
- Number of consumers in participating communities with access to produce from local growers.
  - Baseline = 0 people, Goal = 2500-5000 people
- Sales among participating farmers.
  - Baseline = $0, Goal = $10,000 - $20,000
- Number of transactions at mobile farmers markets.
  - Baseline = 0, Goal = 2000 - 4000 transactions

**Impact**
- Increased access to healthy, local foods in food deserts and increased revenue to farmers

Opinions, findings, conclusions or recommendations expressed in this chart are those of the authors and do not necessarily reflect the view of the U.S. Department of Agriculture.
Performance Measures: Calculations

• 1) The increase of low-income consumers in accessing fresh produce from local growers;
  – Measure: Number of consumers in these communities who currently have access to fresh produce from local growers
  – Baseline: 0
  – Goal: 2,500-5,000 people.
  – Calculation: 5-10 sites x 500 people per site = 2500-5000 people

• 2) The increase in sales among participating farmers,
  – Measure: Sales among participating farmers
  – Baseline: 0
  – Goal: $10,000 - $20,000.
  – Calculation: $5 per encounter x 20 encounters per day x 20 market days x 5-10 sites = $10,000-$20,000

• 3) The increase of purchases for the target low-income population at the mobile markets.
  – Measure: Number of transactions at mobile farmers markets
  – Baseline: 0
  – Calculation: 5-10 sites x 20 encounters per market day x 20 market days (20 weeks) = 2000-4000 transactions.
Logic Model Examples

Did you see anything missing?

Anything that should have been included?

Anything asked for in the 2012 FMPP Guidelines (p 27)?
# Targeted Strategies to Increase Awareness and Participation in a New Farmers Market

<table>
<thead>
<tr>
<th>ACTION STEP</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Oct</td>
<td>Nov</td>
</tr>
<tr>
<td><strong>A.</strong> Create marketing partnerships w/ independent retailers in Downtown Business Alliance to expand awareness of farmers market and “buying local”</td>
<td></td>
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<tr>
<td>A.1</td>
<td></td>
<td></td>
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<tr>
<td>A.2</td>
<td></td>
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<tr>
<td>A.3</td>
<td></td>
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<tr>
<td>A.4</td>
<td></td>
<td></td>
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<tr>
<td><strong>B.</strong> Conduct advertising to promote farmers market to 3 low-income neighborhoods</td>
<td></td>
<td></td>
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<tr>
<td>B.1.a</td>
<td></td>
<td></td>
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<tr>
<td>B.1.b</td>
<td></td>
<td></td>
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<tr>
<td>B.2.a</td>
<td></td>
<td></td>
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<tr>
<td>B.2.b</td>
<td></td>
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<tr>
<td>B.3.1</td>
<td></td>
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<tr>
<td>B.3.2</td>
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<tr>
<td><strong>C.</strong> Develop sponsorship and “Market Ambassador” program to cover future marketing costs and expand brand recognition</td>
<td></td>
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<tr>
<td>C.1</td>
<td></td>
<td></td>
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<tr>
<td>C.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2012 FMPP Program

For important information regarding applications see the 2012 FMPP Guidelines @ the FMPP website.

Ensure you have everything in the Grants.gov application. Missing and incomplete applications w/be rejected.
2012 FMPP Priority

Increasing Healthy Food Access in Food Deserts and Low-income Communities

Projects with measurable output and outcome that focus on developing healthy food direct-marketing outlets in food deserts and low-income communities. These projects must improve food access by

- developing and expanding marketing outlets that sell healthy foods in food desert and low-income communities or
- improve infrastructure (processing, storage, and other equipment) and distribution (transportation, including refrigerated transportation) for direct marketing outlets.
2012 FMPP Priority

Increasing Healthy Food Access in Food Deserts and Low-income Communities

- Under FMPP, healthy foods include whole foods such as fruits, vegetables, whole grains, fat-free or low-fat dairy, perishable (fresh, refrigerated, or frozen) or canned lean meats, and nutrient-dense foods and beverages encouraged by the [2010 Dietary Guidelines for Americans](#).
- See the [Guidelines](#) for more information. Direct producer-to-consumer marketing outlets will include, but not be limited to, farmers markets, CSAs, and road-side stands.
2012 Applications

✔ Forms SF-424, SF-424A, and SF-424B via Grants.gov

✔ On SF-424 – question #15 – “Add Attachments”:
  ➢ Written Proof of Eligibility
  
  ➢ Written Proof Contractor / Subawardee Debarment Status (use EIN/tax ID# under www.epls.gov)
  
  ➢ Evidence of Contractor / Subawardee CCR registration and DUNS number (receiving $25,000 or more in FMPP funds – www.CCR.gov)
  
  ➢ Proof of qualifying status for priority project designation (see page 8-9, and 17 of 2012 FMPP Guidelines)
2012 Applications

On SF-424 – question #15 – “Add Attachments,” Cont’d:

- TM-29, Project Proposal Narrative
- TM-30, Supplemental Budget Summary #1
  Project Activities other than New EBT and/or
- TM-31, Supplemental Budget Summary #2
  New EBT Projects Only (as applicable)
- Other Supporting Documents (as applicable)
FMPP Grant Team

Questions about 2012 program, call 202-720-0933 or email staff @ USDAFMPPQuestions@ams.usda.gov

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  Mgmt. Analyst

❖ Maria Pratt
  Detail - Mgmt. Analyst
Important Links

Sample Logic Model

FMPP Performance Measurement and Evaluation

W.K. Kellogg Foundation Logic Model Development Guide

Evaluation Logic Model Templates

Sample Logic Model: Community-Based Food System (University of Missouri)

Sample Logic Model: Community Nutrition Education (University of Missouri)

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Thank you!

Farmers markets are good for everyone. Join us to make them even better.

www.farmersmarcketcoalition.org

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